

## **Professionalisation Of Swiss Orienteering — A Case Study**

**Gygax, Martin<sup>1</sup>; Klenk, Christoffer<sup>2</sup>**

<sup>1</sup>Swiss Orienteering, Switzerland; <sup>2</sup>University of Bern, Institute of Sport Science, Switzerland

E-mail: martin.gygax@swiss-orienteering.ch

The Swiss Orienteering Federation currently deals with several challenges and therefore initiated a process of organisational development comprising of the following issues in the context of professionalisation: (1) What roles and tasks should the strategic voluntary board and the operative paid staff of the management office have to fulfill? (2) How to ensure sustainable financing for paid staff by external sponsors? (3) How do the member organisations assess organisational development, and how should they be involved in that process?

The first step of the professionalisation process was an analysis of the current situation of the federation's structure. Furthermore, a survey of the member organisations was conducted and the member's expectations of the current development were analysed.

The results were presented to the federation's board and to representatives of the clubs. Afterwards, the following organisational changes towards professionalisation were realised:

- The federation's strategic and operative level were separated. Whereas the strategic level comprises of the voluntary board members, the operative level consists of four divisions run mainly by paid staff.
- The position of Managing Director was established. This position has overall responsibility for the federation's operational level as well as for external partners.
- A marketing division that includes sponsorship, was newly created. However, this division was outsourced from the federation.